

11-12-67
Hearing~~CONFIDENTIAL~~

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~~COMINT PLANNING - MEDIA INFORMATION COMMITTEE~~~~CONFIDENTIAL~~

1. The Office of Training is responsible for the development and conduct of all Agency training programs and for providing Agency participation in training programs at appropriate external facilities, public and private, in the United States and overseas, under applicable provisions of Public Law 110. The purpose of this training is to improve the capability of personnel to serve the Agency by increasing their knowledge of the organization, mission and responsibilities of the Central Intelligence Agency and its place in the national intelligence structure, by improving their understanding of the purpose of national strategic intelligence and by enlarging their capabilities to use the skills and techniques required in the intelligence profession.

2. There are certain fundamental problems involved in the procurement and development of professional personnel in this field which do not exist in other fields of government activity and which basically affect the training mission. In the first place, the concept of national strategic intelligence is relatively new in the United States. As a result, there are very few persons in this country who may be considered professionals in the field and available for service in the Agency. The Department of Defense, for example, receives a constant flow of trained personnel from its various educational schools and the Department of State has available for recruitment the graduates of the Foreign Service School, Georgetown University, and other institutions and universities offering training designed to prepare individuals for overseas service in overt capacities. However, practically all personnel recruited by this Agency must be regarded as laymen in the field of intelligence, no matter how qualified they may be in other fields. They must be taught new knowledge and new substantive concepts, as well as new skills, methods and techniques. Through training, their particularly professional competence must be related to the field of intelligence and even subordinated to it, so that they will apply their professional competence to intelligence officers and for intelligence objectives.

3. Another training problem we face arises from the fact that a relatively small percentage of American people have any extensive knowledge of areas and language other than their own. Consequently, a considerable effort must be placed on area and language training of new employees since this Agency, by law, is concerned only with areas of the world outside of the United States. This type of training is costly, both in time and money.

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OFFICE OF THE DIRECTOR
CENTRAL INTELLIGENCE AGENCY

4. Another factor which affects the amount of effort and money put into training is the lack of available texts books covering intelligence activities, particularly of the clandestine type. Therefore, a great many man-hours must, for some time to come, be spent in the development of basic material for use in courses of training, particularly material covering the basic methods and objectives of intelligence operations. A continuing study of our own successes and failures is likewise required in order to establish the validity of or modify the concepts we teach.

5. The principal activities of the Office of Training at the present time are as follows:

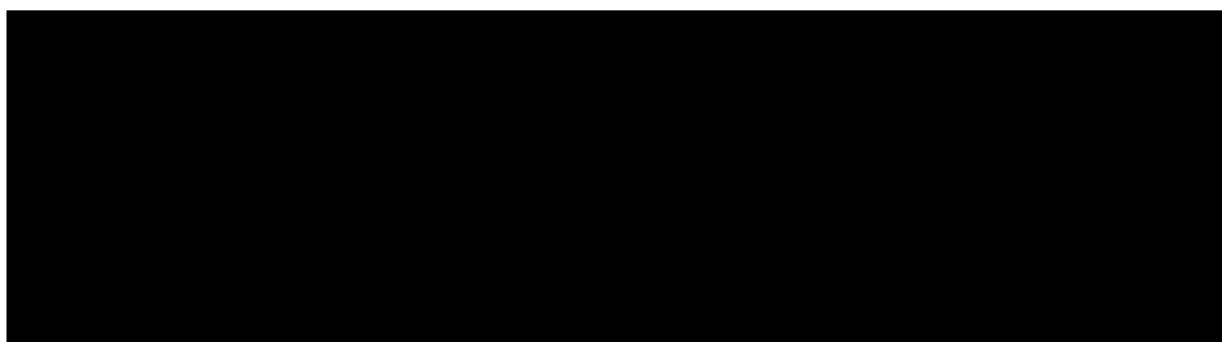
a. Orientation of new employees, as well as senior personnel of other government agencies, in the mission and functions of this Agency.

b. Basic training of new employees in the procedures and techniques of intelligence collection and production.

c. Basic as well as specialized training in the techniques and methods of clandestine intelligence operations employing both the lecture and seminar type classroom instruction for relatively small groups and tutorial methods for highly covert personnel. Both headquarters and [redacted] facilities are used for such training.

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d. Language and area training at headquarters and at non-Agency installations, both government and private.



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7. The final point in connection with our training activities. Since the organization of the Agency in 1947 and particularly during the period of the Korean War, we have been forced to distribute our very limited assets of trained personnel between the urgent requirements for people to manage foreign operations and the equally important longer term requirement for experienced people to conduct training of new personnel. We have learned a great deal in recent years and hope to be

able from now on to allocate more of our experienced personnel to training assignments so that we can develop, in the long run, a broader base of properly trained and equipped persons to be sent abroad. In fact, the President himself has recommended to me that for the immediate future the Agency give a higher priority to training and to the expansion of our pool of qualified operators.

CIA/WBS amay (10 March 1954)